



# Role of Work Stress and Organizational Commitments in Educating Workload Effect on Intention to Quit



Maria Yasinta Palma Christy<sup>a</sup>  
Putu Saroyini Priartini<sup>b</sup>

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## Abstract

This research aimed at analyzing the mediation role of job stress and organizational commitment in the effect on workload through the employees' intention to quit. There are 86 respondents in this research which consist of all department operational. The test was done with the PLS method (Partial Least Square) by using smart PLS. Based on the result of analysis it can be concluded that the workload gives a positive contribution to job stress, the workload contributes negatively to the organizational commitment, job stress contribute positively to the intention to quit, the organization commitment contribute negatively to the intention to quit, the workload contribute positively to the intention to quit, job stress mediates partially the relationship between workload employee intention to quit, and organizational commitment mediates partially the relationship between workload employee intention to quit.

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## Author correspondence:

Maria Yasinta Palma Christy,  
Faculty of Economics and Business Udayana University, Bali, Indonesia.  
Jalan P.B. Sudirman, Dangin Puri Kelod, Denpasar, Bali 80234  
Email address: [mariayasinta24@gmail.com](mailto:mariayasinta24@gmail.com)

## 1. Introduction

PEPITO employee turnover rate shows a relatively high number. According to Gilles (1994) in Setiawan & Brian (2013), turnover is said to be normal in the range of 5-10% per year, and is classified as high at more than 10% per year in the period of 2015 to 2017 as a whole the employees who came out were said to be high. In 2015, 45 people volunteered to leave voluntarily at 10.02%. In 2016, 54 people volunteered to leave as many as 10.53%. In 2017 there were 64 people who voluntarily left as many as 10.27%. From these results, it can be seen that the employees who left the company during 2015-2017 were assumed to be 10.27% which means that the company lost a lot of competent employees.

According to Abelson (1987), the turnover intention is an individual's desire to look for other alternative jobs by leaving the company where he is currently working. Whereas Nelwan (2008), states that turnover intention is

<sup>a</sup> Faculty of Economics and Business, Udayana University, Denpasar, Indonesia

<sup>b</sup> Faculty of Economics and Business, Udayana University, Denpasar, Indonesia

something that an employee wants to move from their previous job. According to Carmeli & Weisberg (2006), turnover research is very important to do because the existence of employees who leave a company will require very large costs with the form of loss of experts, and may specifically be able to provide knowledge obtained from previous companies to competitors.

Turnovers are generally preceded by Intention to Quit. Intention to Quit is defined by Glissmeyer *et al.*, (2007), as the desire to leave voluntary employees (volunteers) from their jobs. Some variables that will be used to examine intention to quit are workload, work stress, and organizational commitment.

Workload and work stress received by employees in the workplace are factors that make employees have the intention to leave the company. Dhaniala (2010), states that too high a level of loading can cause a person to become overstressed and vice versa can cause employees to lose motivation and cause under stress. Qureshi *et al.*, (2013), stated that there is a positive relationship between workload on turnover, which means that the higher the burden received by employees, the higher the employee turnover rate of the company. Ahmad *et al.*, (2012), states that there is a positive relationship between work stress and the intention to leave the employee, which means that the higher the stress experienced by employees the higher the intention to leave the employee.

### *Literature Review*

Rizky & Afrianti (2018), stated that there was a positive influence on workload and work stress. Nurmalasari (2013), states that the workload has a positive effect on work stress. Whereas Fitri's (2013), found that there was no relationship between mental workload and work stress. Aditya *et al.*, (2019; Kawiana *et al.*, (2018), stated that there is a positive influence between workload and work stress so that the higher the workload, the higher the level of work stress. Research conducted by Remond (2015), states that the workload does not significantly influence the level of work stress. Dhini (2010), states that there is no significant effect between workload on work stress. Based on the above research, the following hypothesis is obtained:

*H1: Workload has a positive effect on employee work stress.*

Zainal *et al.*, (2016), states that there is a positive and significant influence between workload on organizational commitment. In the study, Zainal said that caution was needed because the average score of the answer to the workload description showed a result of 2.28 (meaning the respondents did not agree to the statement/question on the workload variable which was below the average). The results of these studies are in line with the results of research conducted by Dewi (2013), which states that there is a significant positive relationship between perceptions of workload and organizational commitment. Based on the above research, the following hypothesis is obtained:

*H2: Workload has a negative effect on organizational commitment.*

Research conducted by Lou (2007), argues that job stress has a positive effect on the intention to quit, work stress will cause diminished performance and interfere with the implementation of work. Classen (2011), suggests that work stress has a positive effect on the intention to quit, work stress faced by employees excessively implicating the intention to quit employees. Other research also states that if employees experience work stress, it will increase the intention of employees to change workplaces (Pande & Suana, 2016). This is consistent with the research conducted by Pratiwi & Ardana (2015), who found that work stress has a significant and simultaneous effect on the intention to quit. Prawisanthi & Sariyathi (2018), states that work stress has a positive effect on employee intention to leave. Based on these studies, the following hypotheses are obtained:

*H3: Job stress has a positive effect on Intention to Quit employees.*

In the study of Elangovan (2001), stated that organizational commitment has a negative and significant effect on the employee's intention to leave the organization. Jamarillo (2004), states that employees who have a high commitment feel that there is ownership loyalty to the organization so that employees have a high commitment, these employees have little reason to leave the company and have to stay in the organization for a long time. This can reduce the turnover rate of employee intention. Yasmin (2015), states that affective commitment and normative commitment have a significant impact on employees' intention to leave. The same finding was also stated by Pande & Suana (2016), who found that organizational commitment had a negative effect on employees' intention to leave. Pratiwi & Ardana (2015), revealed that organizational commitment was significant partially and simultaneously to the intention to quit. Based on the theory and some of the research, the following hypotheses are obtained:

*H4: Organizational commitment has a negative effect on the intention to quit.*

Yunita *et al.*, (2019), state that workloads have a very strong and direct relationship with the employee's intention to leave, which means that if the workload gets higher then the employee's desire to leave will also increase. Xiaoming *et al.*, (2014); Santosa *et al.*, (2017), in his research stated that there is a positive effect of workload on employees' intention to leave. Qureshi *et al.*, (2013), found that there was a positive relationship between workload and intention to leave employees. Jensen *et al.*, (2011), states that there is a relationship between workload and the desire to leave the employee. Qureshi *et al.*, (2013), the results of the study indicate that employee turnover intentions are positively related to and workload. From several data studies, the following hypotheses were obtained:

*H5: Workload has a positive effect on employees' intention to quit.*

A positive relationship between workload and work stress, if the workload of employees increases, the work stress of employees also increases is justified by research conducted by Melati & Surya (2015). Widjaja (2006), in his research also found that workloads that were too difficult to work on and technologies that did not support to carry out good work were often a source of stress for employees. Dhini (2010), states that there is no significant effect between workload on work stress. The research on job stress that has a positive effect on the intention to quit is justified by Lou (2007); Klassen (2011); Pratiwi & Ardana (2015); Prawisanti & Ariyathi (2018); Kusumanegara *et al.*, (2018); Farrastama *et al.*, (2019). Seeing from previous research, it is suspected that this study examined the direct and indirect relationship of work stress in mediating the effect of workload on the intention to quit, so the hypothesis could be formulated as follows:

*H6: Job Stress mediates the effect of workload on the intention to quit.*

The relationship that organizational commitment has a negative effect on the intention to quit is justified by Yasmin (2015); Elangovan (2001); Jamarillo (2004); Pratiwi & Ardana (2015); Sari *et al.*, 2019; Kesuma *et al.*, 2019. Seeing from previous research, it is suspected that this study examined the direct and indirect relationship of organizational commitment in mediating the effect of workload on the intention to quit, so the hypothesis could be formulated as follows:

*H7: Organizational Commitment mediates the effect of workload on employee Intention to quit.*

## 2. Materials and Methods

In this study, the population is employees who work at PT. Sentral Retailindo Dewata operational department (Pepito and Popular), where the number of employees working is 623 employees consisting of 63 back offices, 84 butchers, 92 people perishable, 88 people groceries, 84 people security, 75 cashier people, and RTE 42 people. The population of the study was 623 if the allowance for sampling errors could still be tolerated was 90% (with an error rate that could be tolerated by 10%), the minimum number of samples that had to be taken was 86 employees. Data collection techniques are done by distributing questionnaires to company employees. This study uses two data analysis techniques, including the first step descriptive statistics and the second step of the inferential analysis, namely Partial Least Square (PLS).

## 3. Results and Discussions

Goodness of fit structural models on the inner model are tested using predictive - relevance (Q<sup>2</sup>) values. The R<sup>2</sup> value of each endogenous variable in this study can be seen in Table 1.

Table 1  
R<sup>2</sup> (R-Square)

Variable	R-Square
Workload (X)	
Work stress (Z)	0.319
Organizational Commitment (Z)	0.615
<i>Intention to quit</i> (Y)	0.056
Primary Data, 2018	

Predictive value - relevance is obtained by the formula:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2) (1 - R3^2)$$

$$Q^2 = 1 - (1 - 0,102) (1 - 0,378) (1 - 0,003)$$

$$Q^2 = 1 - 0,136$$

$$Q^2 = 0,864$$

The above results show predictive - relevance value of 0.864, this value is > 0. So that, it can be interpreted that 86.40% variation in work stress variables, organizational commitment, and exit intention is explained by the variables used in the model. The remaining 13.60% is explained by other factors outside the model. With this result, it can be concluded that this model has relevant predictive value.

The test results with bootstrapping from PLS analysis can be seen in Table 2.

Table 2  
*Partial Least Square*

Free variable	Dependent variable	Path coefficient	t-statistics	P Value	Information
Workload (X)	Work stress (M)	0.565	5.977	0.000	Significant
Workload (X)	<i>Intention to quit (Y)</i>	0.667	8.143	0.002	Significant
Workload (X)	Organizational Commitment (Z)	-0.237	2.379	0.018	Significant
Work stress (M)	<i>Intention quit (Y)</i>	0.476	4.725	0.000	Significant
Organizational Commitment (Z)	<i>Intention to Quit (Y)</i>	-0.200	2.850	0.005	Significant

Primary Data, 2018

#### *The Effect of workload on employee work stress*

Testing the hypothesis with the PLS approach produces path coefficients the direct effect of workload on work stress with a value of 0.565 and t-statistics 5.977. From these results it can be seen that the t-statistic is greater than 1.960 (t table), so it is concluded that hypothesis 1 which states the workload has a positive and significant effect on work stress is accepted. That is, the higher the workload given to employees, the higher the work stress experienced by employees, and vice versa.

#### *The Effect of workload on employee organizational commitment*

Testing the hypothesis with the PLS approach produces path coefficients the direct effect of workload on organizational commitment with a value of -0.237 and t-statistics 2,379. From these results it can be seen that the t-statistic is greater than 1.960 (t table), so it is concluded that hypothesis 2 which states the workload has a negative and significant effect on organizational commitment is accepted. That is, the higher the workload experienced by employees, the lower the organizational commitment they have, and vice versa.

#### *The Effect of work stress on employee intention to quit*

Testing the hypothesis with the PLS approach produces path coefficients the direct effect of work stress on the intention to quit with a value of 0.476 and t-statistics 4.725. From these results it can be seen that the t-statistic is greater than 1.960 (t table), so it is concluded that hypothesis 3 which mentions work stress has a positive and significant effect on the exit intensity received. That is, the higher the work stress experienced by the employee, the higher the frequency of leaving the employee, and vice versa.

#### *The effect of organizational commitment on the intention to quit employees*

Testing the hypothesis with the PLS approach produces path coefficients a direct influence on organizational commitment to the intention to quit with a value of -0.200 and t-statistics 2.850. From these results, it can be seen that the t-statistic is greater than 1.960 (t table), so it is concluded that hypothesis 4 which mentions organizational

commitment has a negative and significant effect on the exit intention received. That is, the higher the employee's organizational commitment, the lower the employee's exit frequency, and vice versa.

#### *The Effect of workload on employee intention to quit*

Testing the hypothesis with the PLS approach produces path coefficients the direct effect of workload on the intention to quit employees with a value of 0.351 and t-statistics 3.082. From these results, it can be seen that the t-statistic is greater than 1.960 (t table), so it is concluded that hypothesis 5 which states that the workload has a positive and significant effect on the exit frequency is accepted. That is, the higher the workload given to employees, the higher the frequency of employees leaving the company, and vice versa.

Table 3  
Indirect effect VAF

	Value
Workload -> Work Stress-> <i>intention to quit</i>	0.384
Load -> organizational commitment-> <i>intention to quit</i>	0.135

Data Primer, 2018

Table 3 shows the indirect effect of media job stress on the effect of workload on the intention to quit or employee exit intention with a value of 0.384. In Table 5.15 shows the indirect influence of mediation Organizational Commitment on the effect of workload on the intention to quit or intention to leave the employee with a value of 0.135.

Table 4  
*Total effect metode VAF*

	Value
Workload, Job Stress, and <i>intention to quit</i>	0.813
Workload, organizational commitment and <i>intention to quit</i>	0.564

Data Primer, 2018

In Table 4 the total value of workload, work stress and intention to quit is 0.813, and the total value of workload, organizational commitment, and intention to quit is equal to 0.564.

Table 5  
VAF method result

	Value
VAF the role of mediating work stress in the effect of workload on the intention to quit.	0.472
VAF the mediating role of organizational commitment in the influence of workload on the intention to quit.	0.239

Data Primer, 2018

Table 5 shows that the value of VAF is located between 0.20 to 0.80 so it can be concluded that work stress mediates on a partial basis. In table 5.17 shows again that the value of VAF is located between 0.20 to 0.80 so it is concluded that organizational commitment mediates partially.

#### 4. Conclusion

Workload has a positive effect on employee work stress which means that the higher the burden is given by the company to complete its work can cause stress to the employee. Workload has a negative effect on the organizational commitment which means an increase in workload will affect the decrease in employee organizational commitment to

the company. Job stress has a positive effect on employee intention to quit, which means that the higher the level of stress the employee has in working will increase the intention to quit from the company.

Organizational commitment has a negative effect on the intention to quit employees, which means that if the commitment of employees in a company is high then the level of intention to quit employees will be reduced because of the caring of employees towards the company. Workload has a positive effect on the intention to quit employees, which means that the heavier the workload given by the company to employees will cause the intention to quit rate to increase.

Job stress is proven to mediate the relationship between workload to the level of partial intention to quit employees. Organizational Commitment is proven to mediate the relationship between workload to the level of intention to quit employees partially.

### *Suggestion*

Based on the results of research and conclusions, theoretical suggestions that can be given in reducing the intention to quit is to pay attention to workload, work stress, and organizational commitment of employees. Practically the advice that can be given to the company is the company to pay more attention to the workload that is given to employees which can cause stress by giving motivation to employees to increase employee commitment so that it can reduce the intention to leave the employee at the company.

For further research, it is recommended to use a smaller level of trust in calculating the study sample, then adding variables to measure workload so that it can provide a broader picture of workload research, and it is recommended to replace the industry in further research (health industry, hospitality, and banking).

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The authors declared that they have no competing interest.

### *Statement of authorship*

The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

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